

SANDIA REPORT

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Sandia National Laboratories Corporate Mentor Program

Program Review - May 2004

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Prepared by
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SANDIA NATIONAL LABORATORIES CORPORATE MENTOR PROGRAM

Program Review – May 2004

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Abstract

This report summarizes the accomplishments, activities, enhancements, and evaluation data for the Corporate Mentor Program for the 2003/2004 program year ending May 1, 2004.

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1. PROGRAM OVERVIEW

Program Purpose

The Sandia National Laboratories Corporate Mentor Program provides a mechanism for the development and retention of Sandia's people and knowledge. The relationships formed among staff members at different stages in their careers offer benefits to all. These relationships can provide experienced employees with new ideas and insight and give less experienced employees knowledge of Sandia's culture, strategies, and programmatic direction. The program volunteer coordinators are dedicated to the satisfaction of the participants, who come from every area of Sandia. Since its inception in 1995, the program has sustained steady growth and excellent customer satisfaction.

PQA Accomplishment

Sandia's Corporate Mentor Program received a President's Quality Award (PQA) Gold Medal for the 2003/2004 program year. The PQA rewards activities that have high impact and are well managed, thus better serving Sandia customers. The PQA is part of a total approach towards performance excellence and best business practices at Sandia.

Corporate Mentor Program team PQA winners included the following personnel:

Tiffany C. Tibbetts, Database Administrator
Linda Logan-Condon, Consultant
Colette C. Bristol, Office Management Assistant
Charles H. Hollis, Mentor Coordinator
Jim Stephens, Program Manager
Mike Skaggs, Mentor Coordinator
Patricia L. Sanchez, Mentor Coordinator
Maxine U. Koester, Mentor Coordinator
Lorraine F. West, IS Project Leader
Beverly L. Silva, Mentor Coordinator
Soila Brewer, Program Administrator
Rose M. Gehrke, Mentor Coordinator

Rebecca S. Campbell, Mentor Coordinator
Debra A. Chavez, Mentor Coordinator
Jeraldine Dye, Mentor Coordinator
Rebecca A. Burt, Performance Consultant
Ellen L. Wilsey, Mentor Coordinator
Bonnie Hardesty, Mentor Coordinator
Beverly J. Kelley, Mentor Coordinator
M. Kathryn Knowles, Mentor Coordinator
T. Bernadette Montaño, Mentor Coordinator
Deborah J. Nuñez, Mentor Coordinator
John D. Shaw, Mentor Coordinator
Charline A. Wells, Program Owner

2. PROGRAM DEMOGRAPHICS

The program began in 1995 with 68 employee participants and has evolved to include 527 employees as of May 2004. Figure 1 illustrates the growth of the program since 1995.

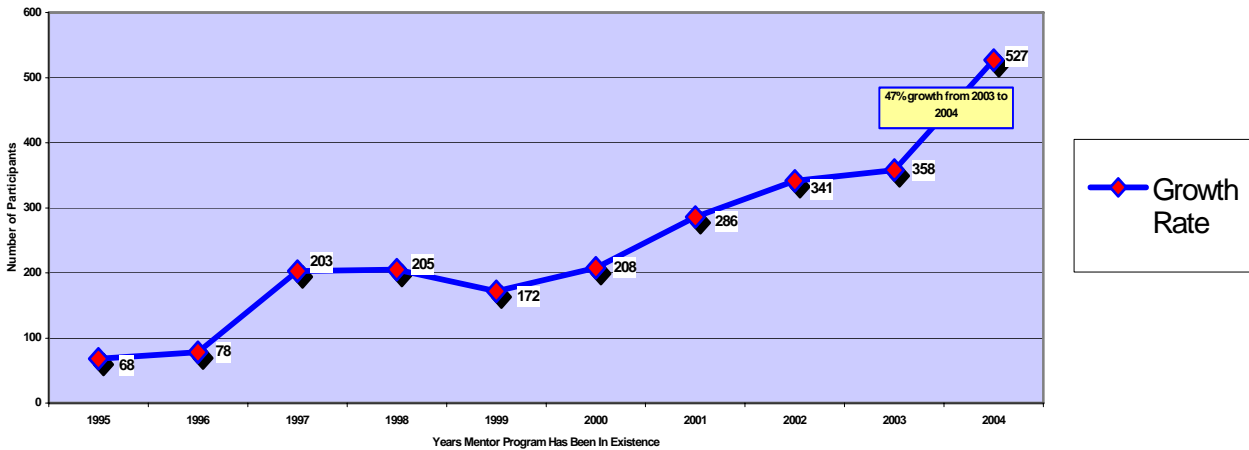


Figure 1. Mentor Program Growth

Division 10000 had the most participation in the program with 138 participants in 2004, followed by divisions 1000 and 9000 with 61 participants each. Figure 2 illustrates the number of participants for all divisions.

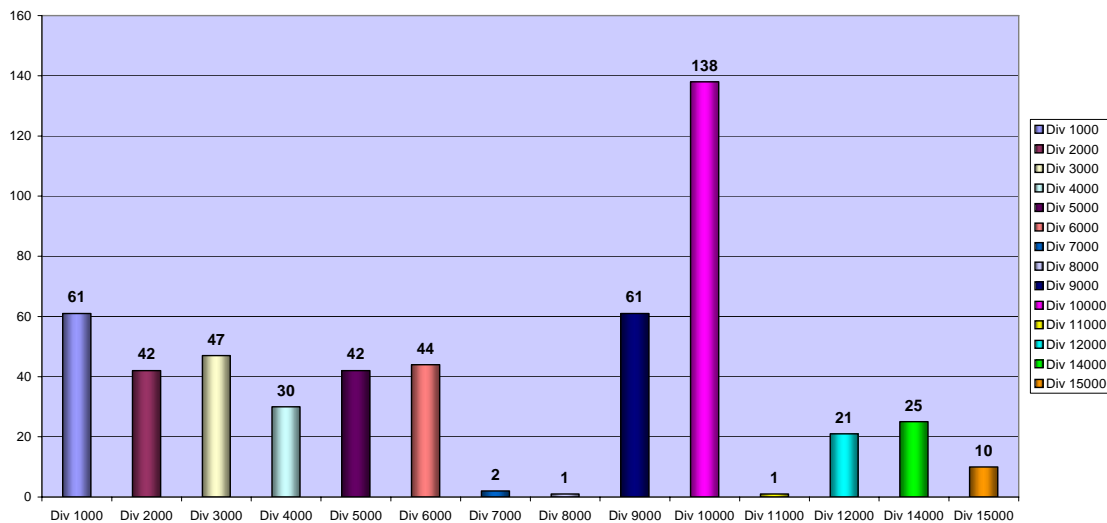


Figure 2. FY04 Mentor Program Participation by Division

Of the 527 employees involved in the program, 225 serve as mentors and 302 are mentees. These employees are supported by 19 volunteer Division Mentor Coordinators. The Division Mentor Coordinators are appointed by the Division Vice Presidents.

The numbers of male and female mentors and/or mentees are as follows:

- For mentors, 115 males and 110 females
- For mentees, 128 males and 174 females

The percentage of women and minorities in the total Sandia population is shown in Figure 3. Of the total Sandia population, 31.1% are women and 28.4% are minorities. During the past year, 54% of the participants in the mentoring program were women and 33% were minorities.

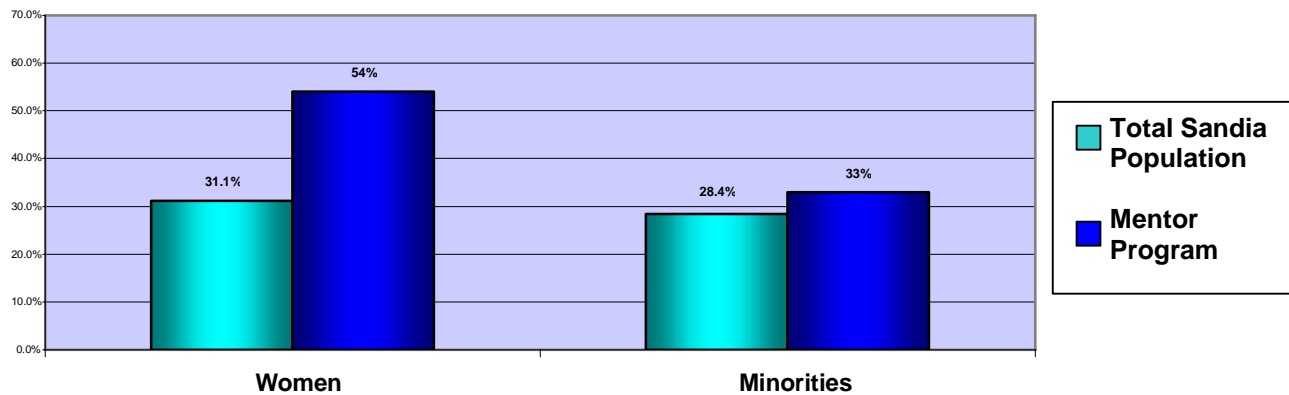


Figure 3. Sandia Women and Minority Populations Compared with Mentor Program Participants

Mentor participants are made up of 44% Management, 28% Members of Technical Staff, 23% Members of Laboratory Staff, and 5% Other Labor Ladders (Figure 4).

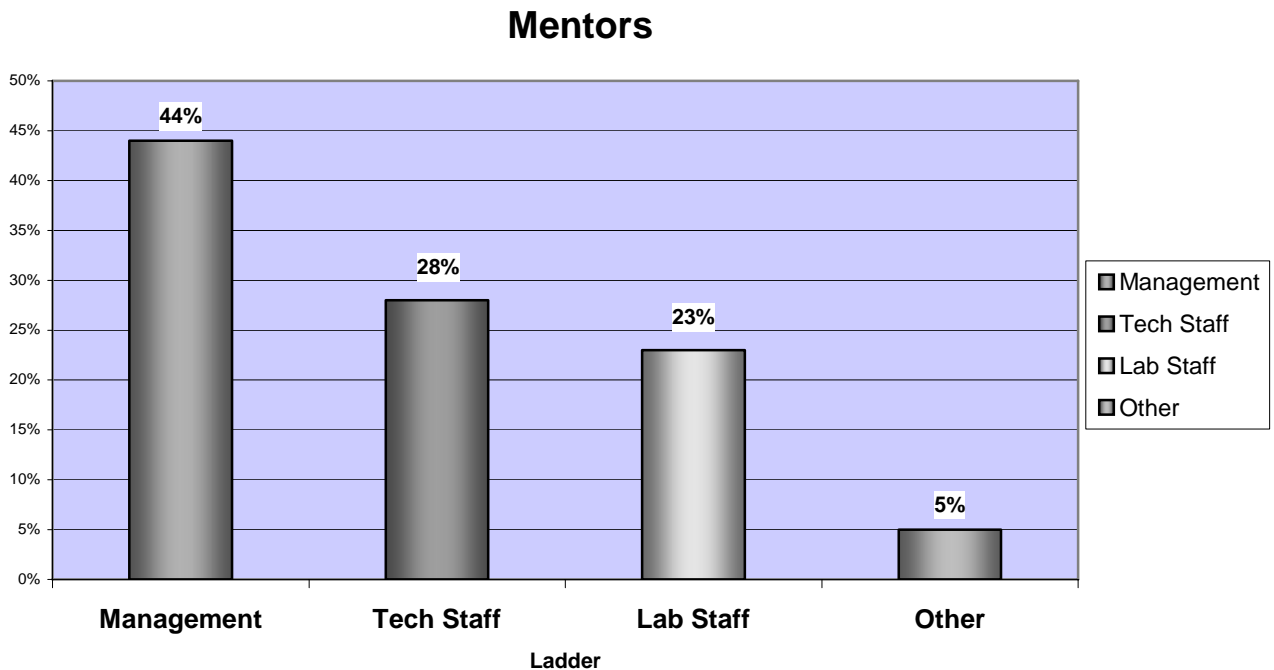


Figure 4. Composition of Mentors

Mentee participants are made up of 25% Members of Technical Staff, 21% Members of Laboratory Staff, 11% both of ASA and Management, 8% both of Metals Council and Temporary, 6% of Office & Professional, and 1% of Management Assistant/Secretary Staff (Figure 5).

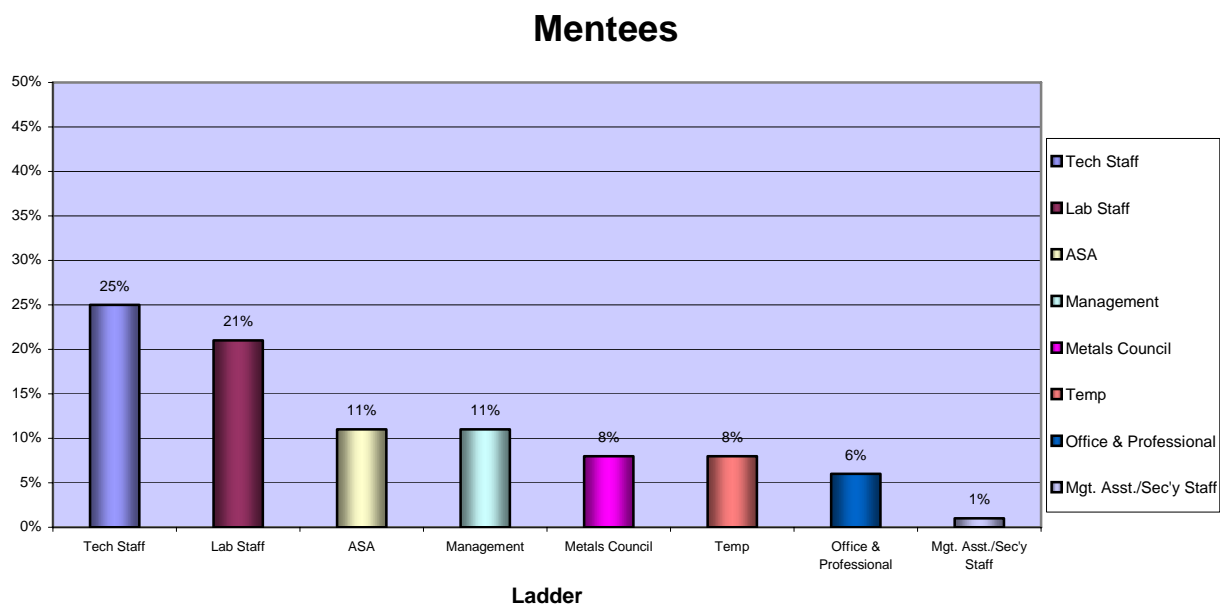


Figure 5. Composition of Mentees

3. PERSONNEL ACTIONS

The Corporate Mentor Program year runs from May to May. In May 2003, a study was conducted to determine, after completion of a mentoring year, what kinds of personnel actions occurred to participants who completed the program (Figure 6). During this period, 39% of the actions were promotions, 31% were position changes, 19% were transfers, and 11% were terminations. While participation in the program does not guarantee a job promotion, the data suggest that it may contribute. Sixteen individuals were interviewed to determine if the Mentor Program assisted in preparing them for their promotion. 44% of the interviewees responded yes.

Comments from Interviewees linking Mentoring to Promotion

- Helped make career decisions that he would not have made – i.e. a project was not interesting and mentor advised to notify manager and was able to move onto other types of work and work location.
- The program helped with communicating and getting to know others. Mentor provided advise through the process.
- Mentor is a technical manager, he helped with coaching and counseling towards promotion.
- Indirectly through coaching and counseling from mentor.

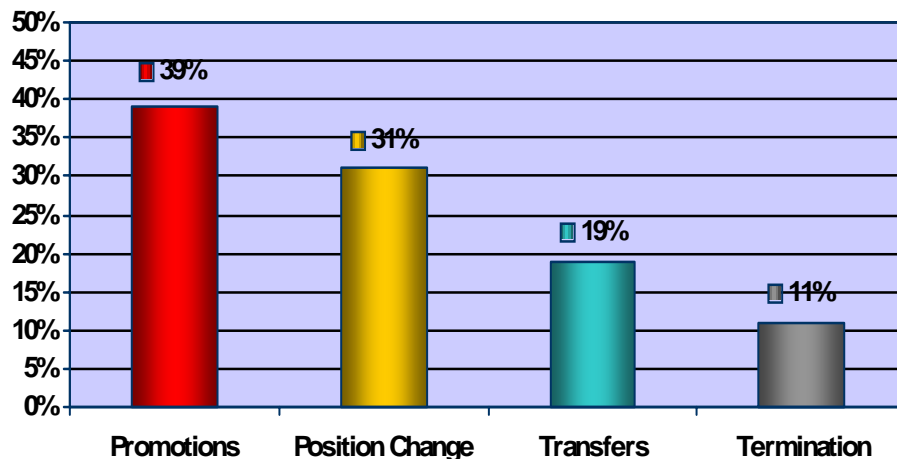


Figure 6. Personnel Action Following Program Completion in May 2003

Figure 7 illustrates the job categories in which the promotions took place. The largest percentage was 29% Members of Technical Staff.

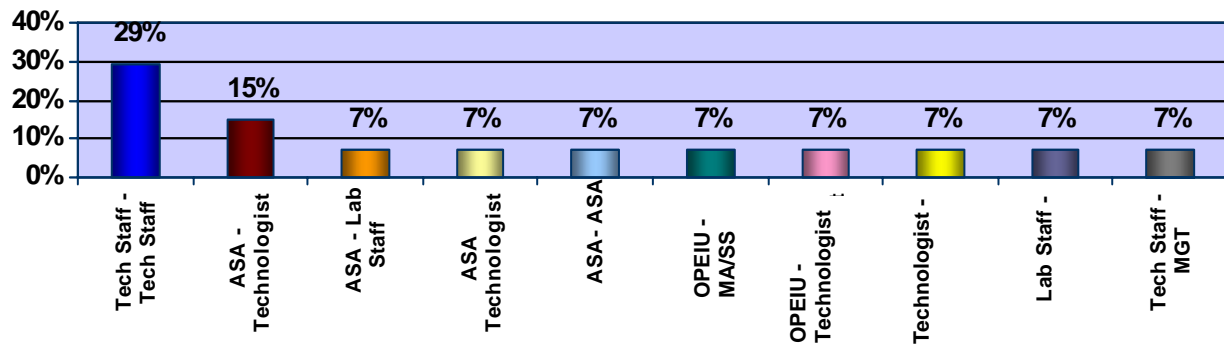


Figure 7. Promotion by Job Category

4. CORPORATE MENTOR PROGRAM EVALUATION

2004 Overall Evaluation Results

At the end of each mentoring year, all Corporate Mentor Program participants are e-mailed an end-of-year evaluation survey. The survey asks them to rate their level of satisfaction with the program overall, assess how the program may have contributed to their career, and make suggestions on improving the program (see Appendix for example of the online evaluation form). Figure 8 shows the overall results of the 2004 End-of-Year evaluation.

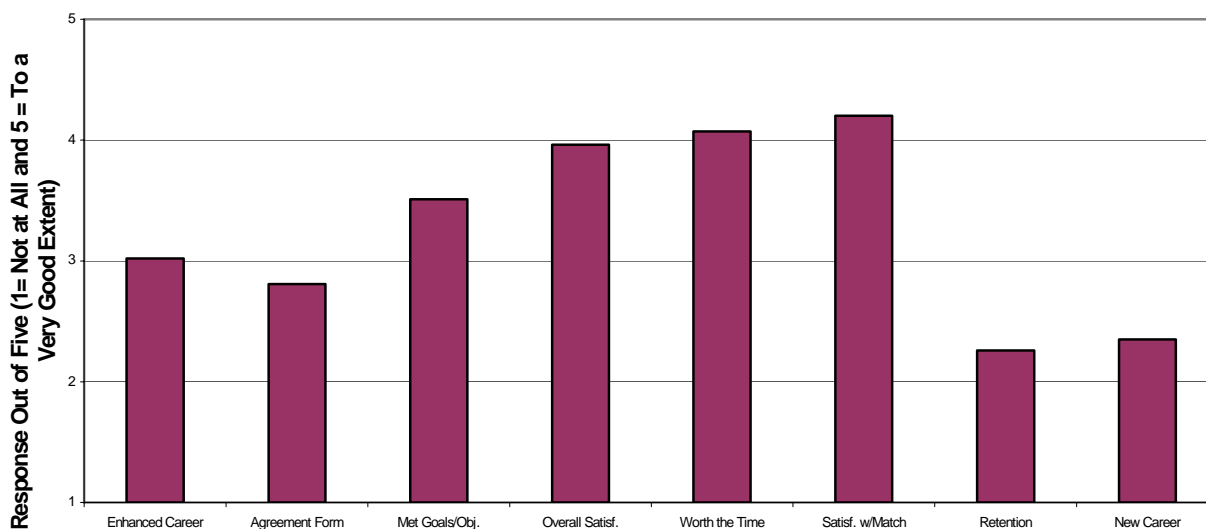


Figure 8. 2004 End-of-Year Evaluation Results

Positive Quotes from Participants

All mentors and mentees were invited to the Corporate Mentor Program's Recognition Event was held on May 11, 2004. Those who attended participated in an activity entitled "Mentoring: Appreciating the Best of What Is." Below are some of the comments collected during that event.

Testimonials from Mentors and Mentees

- The mentor program gives the guidance needed to make intelligent career choices.
- The mentor program provides guidance for a career path; it provides structure, and understanding.
- Having a Mentor to listen and respond to gives the Mentee a sense of importance.
- It is great to have someone with my interests at heart rather than just the corporation's.
- As a Mentor it is great to feel a part of someone else's success.
- This creates material for building strong relationships while increasing network.
- In my first time meeting with my mentor I already felt a greater confidence and a career path forward confirmed.

- My mentor reminded me that I have special skills, knowledge, perspective, and access to management.

Figure 9 compares the 2003 End-of-Year evaluation data with 2004. The data show consistency in level of satisfaction.

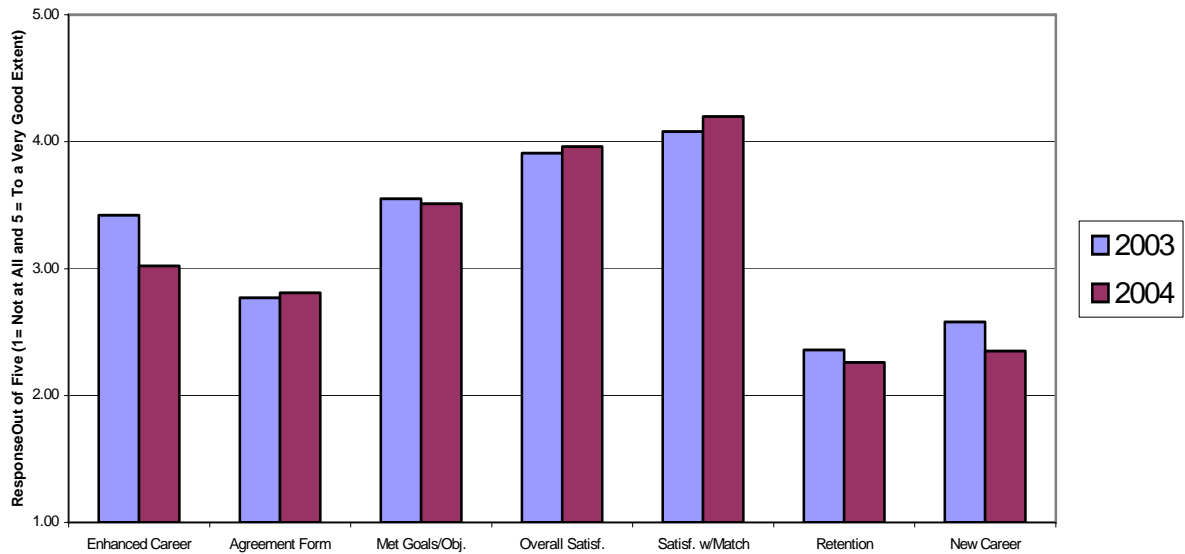


Figure 9. Comparison of 2003 and 2004 Year-End-Evaluation Data

Detailed Graphs by Questions

The section below shows the results of each question from the End-of-Year evaluation and comments if provided.

1. Participating in the Corporate Mentor Program enhanced my career at Sandia (e.g., awards, promotions, new assignments/skills, personal and/or professional development, increased knowledge of SNL culture).

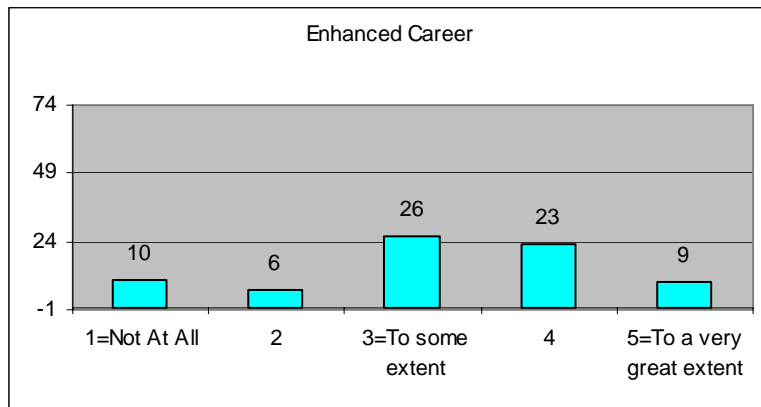


Figure 10. End-of-Year Comments: Enhanced Career

Sample comment

- “Thank you for having the program, I’ve enjoyed it and feel that I have grown professionally from it.”

2. How useful was the agreement form in the discussion of your partnership? (Figure11)

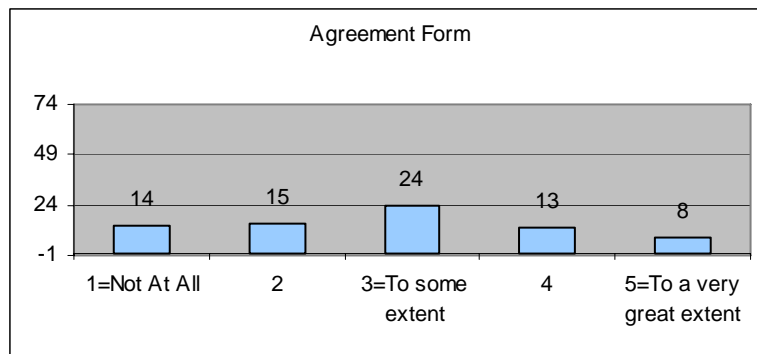


Figure 11. End-of-Year Comments: Agreement Form

Sample comment

- “The program introduced me to a mentor that is suited perfectly to me. I think the questionnaires that we filled out at the very beginning of the year were extremely helpful in making this match.”

3. To what degree were your specific goals/objectives and expectations met through participation in the Corporate Mentor Program? (Figure 12)

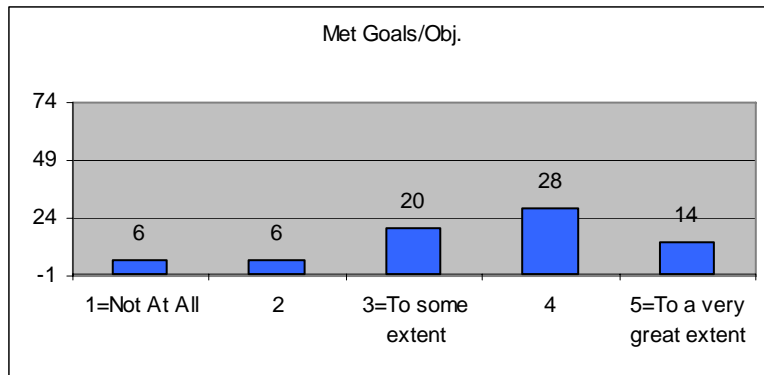


Figure 12. End-of-Year Comments: Met Goals/Objectives

Sample comment

- “[The most beneficial part of the program is] being able to help people get pointed in the appropriate direction for their career goals at Sandia, and helping them get connected at the lab.”

4. What was your overall satisfaction with the Corporate Mentor Program? (Figure 13)

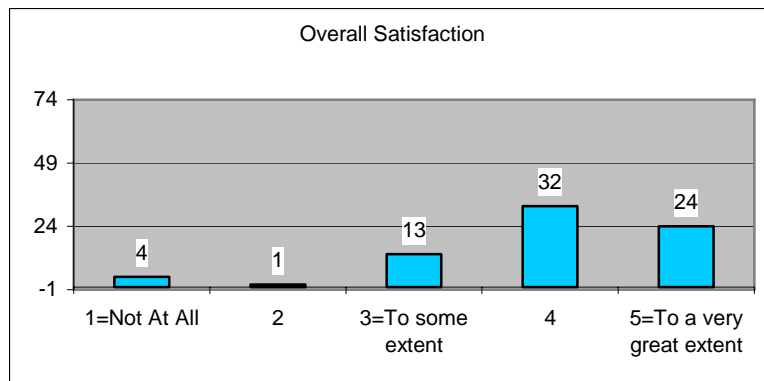


Figure 13. End-of-Year Comments: Overall Satisfaction

Sample comments

- “I am very grateful that Sandia has this mentoring program. It is another way of communicating processes, offering networking opportunities, and informing employees of what Sandia has to offer. We are lucky to have this program.”
- “Everything was valuable to me. My mentor, our meetings, the lunch forums, networking, etc. It was an enjoyable learning experience.”

5. To what extent was your participation in the Corporate Mentor Program worth the investment of your time? (Figure 14)

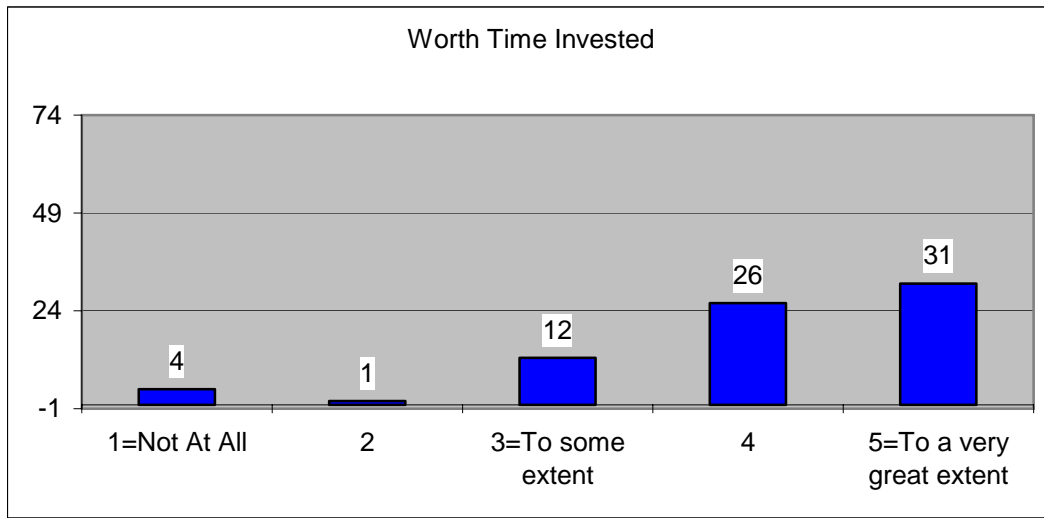


Figure 14. End-of-Year Comments: Worth Time Invested

Sample comments

- “I really like the program and it is worth waiting for a match.”
- “The flexibility afforded to the mentor/mentee teams to arrange their own frequency and style of meeting and the information from past participants on what works and what doesn’t (was beneficial).”

6. To what extent was your overall satisfaction with your mentor/mentee match? (Figure 15)

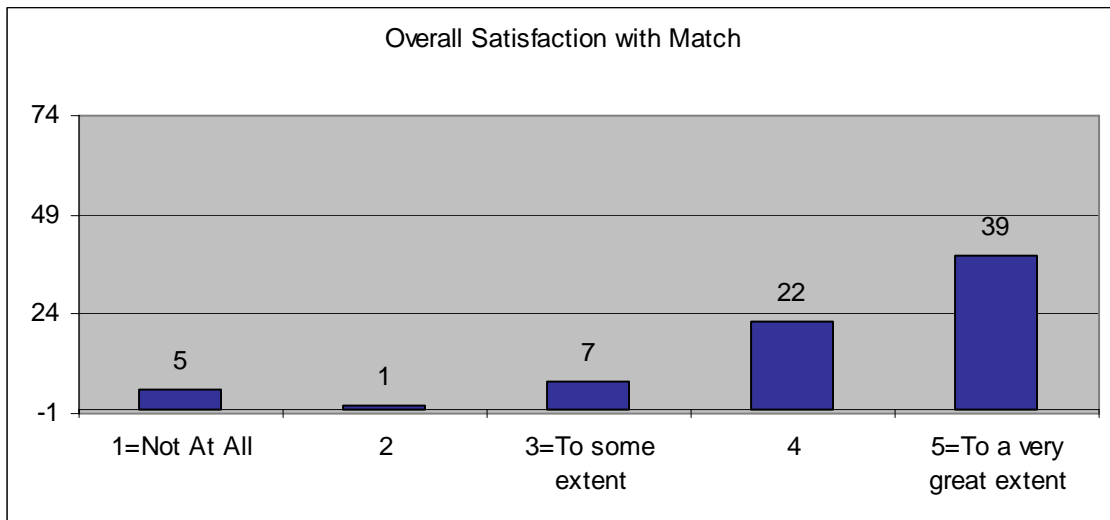


Figure 15. End-of-Year Comments: Overall Satisfaction with Match

Sample comments

- “I enjoyed my time as a mentee and truly liked my mentor. I intend to remain in the program in the upcoming year, but a greater feeling of honesty and forthrightness would enhance the experience for me. Sometimes I feel that a bit of direct involvement by my mentor would go a long way to improving the level of trust in the relationship.”
- “I have always mentored employees so this was a way of formalizing the work I was already doing. My mentee chose me and it turned out to be a great match.”

7. To what extent did your participation in the Corporate Mentor Program influence your decision to stay at Sandia? (Figure 16)

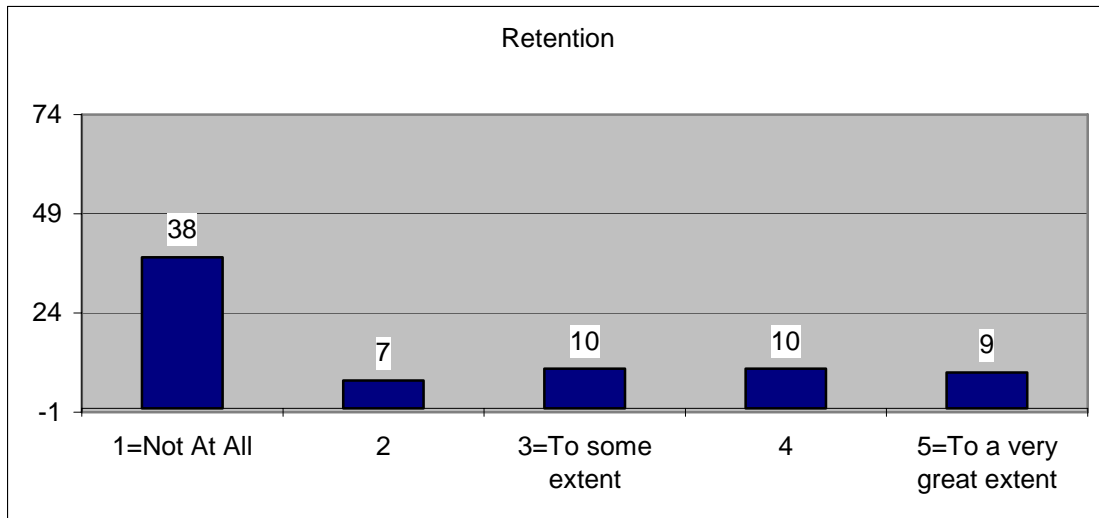


Figure 16. End-of-Year Comments: Retention

Sample comment

- “It is an excellent program. Without it, I probably would have become so discouraged with my manager and new job that I would have been gone from Sandia by now.”

8. To what extent did participation in the Corporate Mentor Program cause you to consider a new career path at Sandia? (Figure 17)

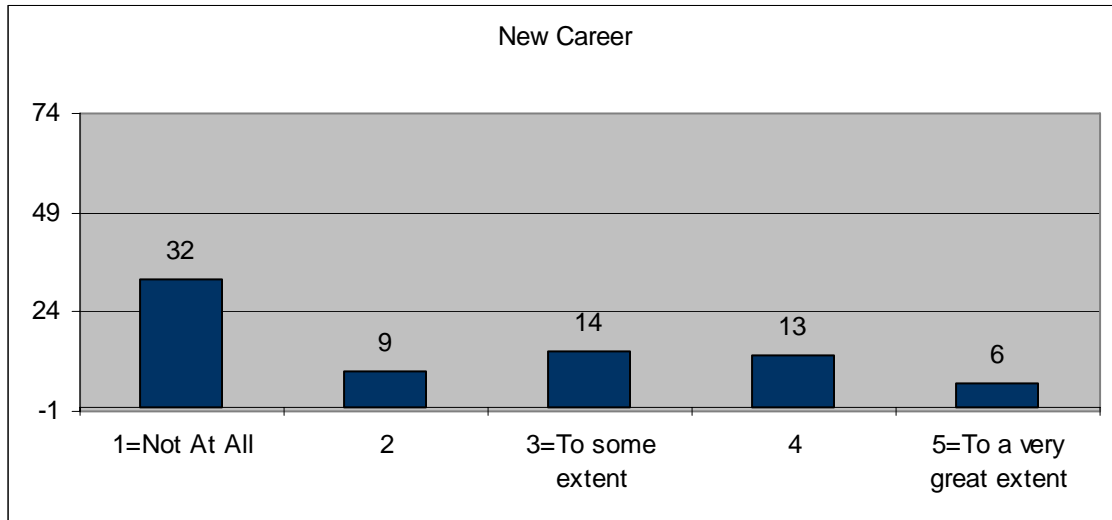


Figure 17. End-of-Year Comments: Retention

Sample comments

- “Opportunity to work with a mentee who wanted help. His energy is catching, and we have an opportunity to possibly pursue new work as a result of the relationship.”
- “As a mentee it had me thinking about my own path and career planning.”

5. PROGRAM ENHANCEMENTS

Overall, the 2003/2004 program year was successful, despite the sudden illness and extended absence of the program administrator. This situation presented an opportunity to assess the processes and procedures of the program.

As a result, the interim program manager and CEDT management have:

- Created a desk reference to record the programmatic process and retain the information needed to run the mentoring program,
- Begun to institute contingency plans for all key positions within CEDT, including the Corporate Mentor Program, and
- Hired a new Program Administrator who will assume responsibility in July 2004.

To update and simplify the completion of forms and paperwork, multiple processes were identified for automation. As a result, at the direction of CEDT management, the HRIS group completed the following:

- Automated the Mentor and Mentee volunteer and matching forms and the Coordinator Listing
- Created the Automated Mentoring Message Board
- Enhanced the database to include:
 - an e-mail generator
 - a report forms generator
 - options that allow mentees to be matched with multiple mentors and mentors to have multiple mentees

6. PROGRAM VISIBILITY

As a result of the Corporate Mentoring Program's nationwide reputation for excellence, other organizations have expressed interest in adopting the mentor matching methodology and processes.

These organizations include:

- Kirtland Air Force Base (training personnel software demonstration)
- Presbyterian Health Systems (program information sharing)
- Idaho National Engineering Laboratory (program information sharing)

7. SUMMARY

Since 1995, the program has sustained steady growth and excellent customer satisfaction, and the 2003/2004 Corporate Mentor Program year was no exception. Despite the challenges faced this year, the program saw an increase in overall member satisfaction and satisfaction with individual mentor matches. The End-of-Year program evaluation was positive and showed consistency in the program's integrity. The crowning jewel for this program year was being the recipient of a President's Quality Award Gold Medal.

Business, Leadership & Management Development is confident that the improvements and changes made this year will position the Corporate Mentor Program to continue its reputation as a viable means for the development and retention of Sandia's people and knowledge.

APPENDIX



Mentor Program Year End Evaluation

Some Information About You

Your org. number (i.e. 1000, 2000) *required

How long have you been in the program? (years and months, i.e. 3.5) *required

What was your role? *required

Please offer your feedback regarding the program in the following topic areas:
employee contribution, program, matching, and retention.

(1=Not at all, 3=To some extent, 5=To a very great extent)

	1	2	3	4	5
Participating in the Mentor Program enhanced my career at Sandia (e.g. awards, promotions, new assignments/skills, personal and/or professional development, increased knowledge of SNL culture)..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How useful was the agreement form in the discussion of your partnership?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What degree were your specific goals/objectives and expectations met through participation in the Mentoring Program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent was your overall satisfaction with the Mentoring Program?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent was your participation in the program worth the investment of your time?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent was your overall satisfaction with your mentor/mentee match?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent did your participation in the corporate mentoring program influence your decision to stay at Sandia?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent did participation in the program cause you to consider a new career path at Sandia?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please share your comments with us regarding the following questions.

What was the most beneficial aspect of the program?

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What was the least beneficial aspect of the program?

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How can we improve the program to be more beneficial?

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Other questions, comments, etc..

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